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Doctor Care Anywhere Group Plc

Gender Pay Gap Calculations 2021

5 April 2021

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About This Report

Doctor Care Anywhere Group PLC (“Doctor Care Anywhere”) has chosen to voluntarily publish data on our Gender Pay Gap in accordance with the Gender Pay Gap Information Regulations 2017 which came into force in the UK in April 2017 and our obligations as outlined within our Corporate Governance Statement.

Doctor Care Anywhere was founded to make healthcare simpler, bringing together primary care and secondary care to give patients a better overall healthcare experience. We have three employing entities in our UK group. To help you to follow this report easily we have provided the gender pay data in a consistent order starting from largest to smallest entity.

Doctor Care Anywhere Group PLC provides support functions to our core business which includes, but is not limited to, Finance, HR, Legal and Payroll.

Doctor Care Anywhere Limited is the core provider of services to our patients which includes, but not limited to GP services and the Patient Experience.

DCA Innovation Limited is the core provider of technology, product and data services to our platform

Message From Our CEO

Creating an environment and culture which enables diversity and inclusion is vital to that purpose and critical to the success of our organisation. We want our workforce to reflect the broad range of communities and patient base we serve, so that we have the broadest range of ideas to guide the design of our service and the direction we take. It's this open and inclusive approach which helps us to deliver the best possible care to our patients and improves experiences and opportunities for our colleagues.

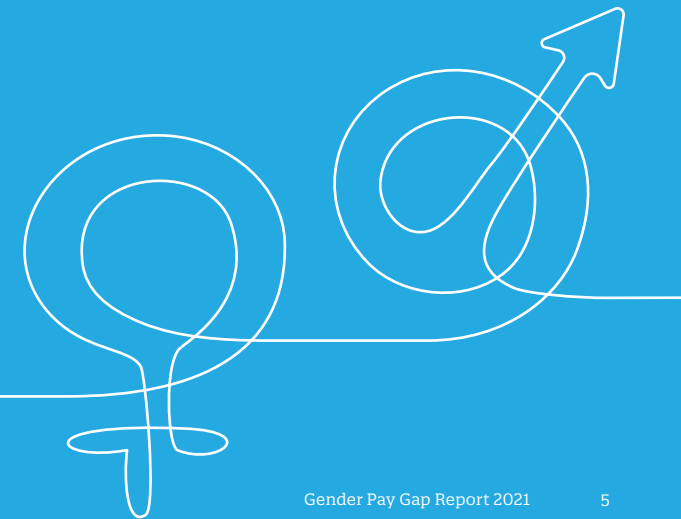
Early in 2021 we conducted our first gender pay gap research. To summarise our results, at the time of data collation women made up 67.7% of our 388 strong workforce and our median gender pay gap (the difference between the midpoints in the ranges of hourly earnings of men and women) was -23% (in favour of women). Given the number of clinicians we employ, this reflects the overall General Practice landscape in the UK, with women outnumbering men on the GP register by around eight thousand.

Our mean gender pay gap (the difference between the average hourly earnings of men and women) was 4.5% (in favour of men) and reflects more of a gender role challenge for our organisation. We've historically had more men than women in senior roles. It's something we're addressing both through our workforce planning and recruitment focus.

Identifying and nurturing talent will result in greater equity and inclusion throughout our Company and lead to a more equal gender balance in senior roles.

Delivering balance throughout all the levels of our organisation is important to the success of our Company and to the successful health outcomes of our patients. It ensures a greater diversity of thought, more rounded decision making and ultimately a health service which is designed to be as diverse as the patients who use it. I look forward to keeping you updated with our progress as we continue our growth story.

Regards,
Bayju



Understanding Our Data

Snapshot Date: 5 April 2021

What is a Gender Pay Gap?

The Gender Pay Gap reviews the difference of the average rate of pay (median and mean) between male and female employees. The data presented is based on our UK based employees. This is different from equal pay.

What is equal pay?

Equal pay is the difference between pay in men and women who carry out the same roles or roles of equal value.

What is a mean gap?

A mean gap is a calculation of the average pay or bonus of male versus female employees in our company.

What is a median gap?

A median gap is a calculation of the exact mid-point between the lowest and the highest-paid male versus female employees in our company.

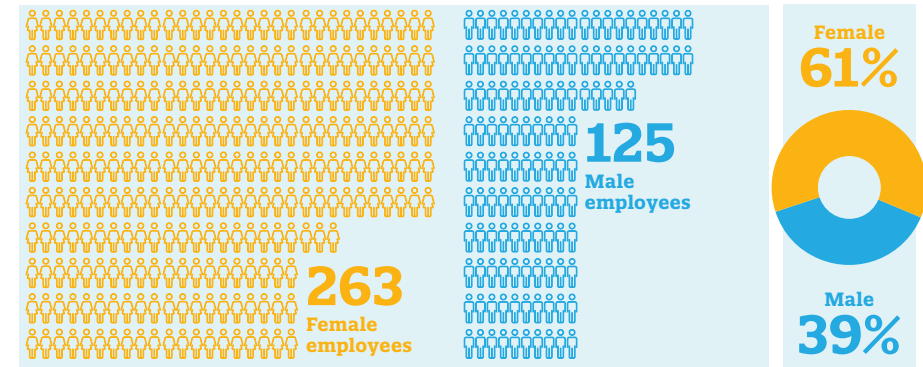
What are quartiles?

Quartiles are calculated by ranking the pay for each employee from lowest to highest. It is broken down to four segments to show the equal proportion and percentage of earning within that quartile of male and female employees.

Doctor Care Anywhere Group Plc

Combined Gender Pay Gap Calculations 2021

Snapshot Date: 5 April 2021



Gender pay gap

Mean gender pay gap	4.53%
Median gender pay gap	23.03%

Gender bonus gap

Mean gender pay gap	73.41%
Median gender pay gap	92.98%

Quartiles (percentage of males/females in each quartile)

Quartile 4 – Lowest



Quartile 2 – Lower Middle



Quartile 3 – Upper Middle

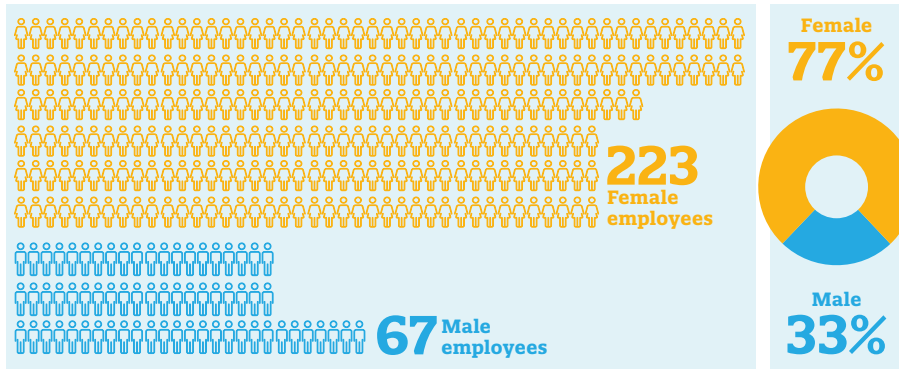


Quartile 4 – Upper



Doctor Care Anywhere Calculations 2021

Snapshot Date: 5 April 2021



Gender pay gap		Gender bonus gap	
Mean gender pay gap	7.25%	Mean gender pay gap	78.78%
Median gender pay gap	0.00%	Median gender pay gap	84.73%

Quartiles (percentage of males/females in each quartile)

Quartile 4 – Lower



Quartile 2 – Lower Middle



Quartile 3 – Upper Middle

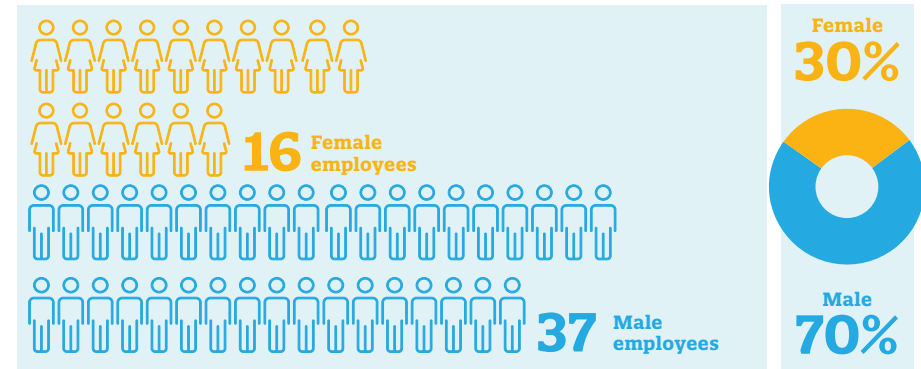


Quartile 4 – Upper



Doctor Care Anywhere Innovation Calculations 2021

Snapshot Date: 5 April 2021



Gender pay gap		Gender bonus gap	
Mean gender pay gap	16.38%	Mean gender pay gap	0.00%
Median gender pay gap	19.28%	Median gender pay gap	0.00%

Quartiles (percentage of males/females in each quartile)

Quartile 4 – Lower



Quartile 2 – Lower Middle



Quartile 3 – Upper Middle



Quartile 4 – Upper





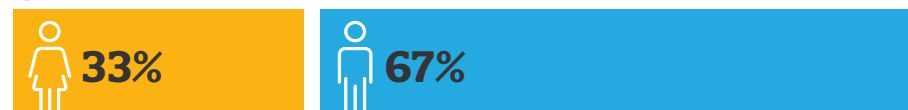
Gender pay gap		Gender bonus gap	
Mean gender pay gap	31.20%	Mean gender pay gap	56.30%
Median gender pay gap	28.95%	Median gender pay gap	56.36%

Quartiles (percentage of males/females in each quartile)

Quartile 4 – Lower



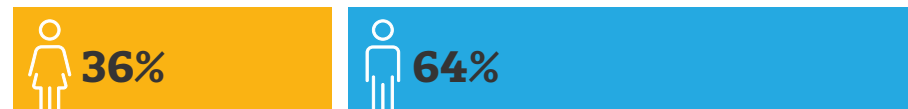
Quartile 2 – Lower Middle



Quartile 3 – Upper Middle



Quartile 4 – Upper



The Figures, What Do We Think

Our current figures meets our understanding and expectation of where we were as a company during this period.

Our mean gap is favorable towards men, median towards women and bonus towards men.

Our customer service team make up the majority of our lower quartile employees and are 84% women.

Technology is the biggest group in the lower middle quartile. Technology roles are predominantly filled by men, and this is our quartile with the highest male percentage.

Doctors make up all of the upper middle quartile and some of our upper quartile with 82% being women

Upper quartile is the only area that includes self-employed GPs, Doctors and self-employed GPs make up most of the upper quartile (78%) and 72% of this number are female.

The remaining 22% of our upper quartile our made up of directors and execs of which 38% are women.

We only paid bonuses to 5% of our staff in 2020 as we did not have a company bonus scheme at this time. Of the 5% receiving bonus 44% were men with the majority from the executive team.



e contactus@doctorcareanywhere.com
t +44 (0)330 088 4980

